

**SAWS OVERSIGHT PROCESSES BINDER**  
**RECORD OF CHANGE LOG – SECTION 3**

<b>SECTION NAME:</b> SAWS Long-Term Objectives
<b>RESPONSIBLE PARTY:</b> Ben Selvidge – Project Oversight Manager
<b>BRIEF DESCRIPTION OF SECTION:</b> This section contains information as a result of a management working group formed to develop a strategy to identify SAWS measurable program objectives/benefits and the milestones at which the SAWS approach to welfare automation will be reassessed as set out by the 2000 Budget Act.

## CHANGE LOG

[illegible]

## **HHSDC SAWS Oversight Operations Guide**

### **SAWS LONG TERM OBJECTIVES**

The State Budget Act of 1995 (AB903) established the framework for the Multiple County Consortium SAWS strategy and specifically assigned certain responsibilities to the HHSDC. In February of 1996, a collaborative strategic planning process culminated in a report to the Legislature entitled, "A Plan for Implementing the Multiple County Consortium Strategy." This report outlined the roles and responsibilities of counties, consortia, the County Automated Welfare System Advisory Committee and the HHSDC in the development and implementation of SAWS. One of the key HHSDC project management and oversight responsibilities outlined in the February 1996 report was to, "recommend, communicate and facilitate implementation of SAWS project strategy updates."

The Multiple County Consortium Strategy has progressed largely as planned. The four SAWS consortia are in different phases of the normal project life cycle.

- The ISAWS Consortium has been operational since 1995
- The LEADER Consortium began its countywide implementation on October 4, 1999, experienced technical issues which halted implementation after the fourth of ten groups, and is now targeting September 2000 for reinitiating implementation activities
- The WCDS Consortium began development of its new automation effort (CalWIN) in February 2000
- C-IV, having completed contract negotiations, requires State and federal approvals of key documents before it can complete planning and enter the development phase

The experience gained to date, along with the need to deal with specific emerging issues such as major program changes, future system replacements and the unique challenges of keeping a system that is in the maintenance and operations stage viable and responsive, has given rise to the need to:

- Reassess statewide welfare automation goals
- Update the SAWS strategy to directly address short and long term direction for SAWS

Establishing an updated strategy for SAWS requires reexamination and revalidation of the goals of statewide welfare automation. The need for such an update was reaffirmed in the July 7, 2000, MGT of America and Gartner Group study entitled, "A Review of the Statewide Automated Welfare System." The revalidated goals will subsequently be used to guide the revision of the SAWS strategy.

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In 1995, the high-level goals for SAWS were identified in the HHSDC's November 1995, report to the Legislature entitled, "Multiple County Consortium Strategy." The goals of the SAWS Project included:

- Uniform application of program policy
- Timely delivery of benefits
- Administrative savings
- Reduction in misspent program dollars through improved accuracy of benefit determination
- Improved welfare integrity
- Enhanced management information for policy decisions
- Simplification of the case management process in a highly complex environment

In addition to these high level goals, goal statements have also been devised for the SAWS consortia and related State level system design and development activities. To adequately assess and revalidate welfare automation goals stemming from these various sources, HHSDC, CDSS and CDHS will complete the following activities:

- Identify all goals for statewide welfare automation
- Categorize goals according to the respective responsibilities of the SAWS consortium and the State
- Distinguish between goals that have been achieved and those that have not
- Prioritize remaining goals
- Resolve any inconsistency between the goals of the SAWS consortia and the State
- Utilize the revalidated goals (in conjunction with any new concerns) to help guide the development of the short term and long term direction for SAWS

Once the goals have been identified and assessed, SAWS staff will work with all project stakeholders to develop the SAWS short term and long term strategies.

In addition to the revalidated goals of welfare automation, new SAWS issues have evolved and must be considered when developing the short term and long term strategies. As SAWS progresses from development of the consortium systems into maintenance and operations of those systems, and then into eventual replacement, numerous questions not specifically covered in the initial SAWS Multiple County Consortium Strategy must now be addressed. Both short term and long term strategies encompassing the issues that have arisen as the environment has changed will provide the overall direction for consistent and well thought out policies. Examples of issues to be considered include:

- Funding strategies that should be employed for future one time and ongoing costs
- State's expectation regarding system outputs and benefits

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- Adjusting the system life cycle to address periodic upgrade/replacement of hardware/software components
- State and county/consortium role in application maintenance
- State role in establishing technical standards to be adopted by consortiums
- Prioritization scheme for State changes to Medi-Cal/CalWORKS Food Stamps

The next step in the development of the SAWS short term and long term strategies will be to form a workgroup with key program staff from the CDSS and the CDHS to jointly define and develop a project Charter.

The Charter will contain:

- Goals and objectives
- Assumptions and constraints
- Workgroup membership
- Resource requirements
- Deliverable listing
- Identification of issues
- Task plan

The task plan will include the following:

- A collaborative analysis effort with the project sponsors and stakeholders to identify and document “guiding principles” for SAWS automation projects, identify, document and prioritize all statewide welfare automation goals, apportion responsibility for completion of the goals, and resolve any inconsistencies
- A collaborative analysis effort with the project sponsor and stakeholders to review and clarify new SAWS issues
- Deliverables, delivery dates and responsible parties
- Deliverable review process
- Timing of deliverable review

Upon stakeholder approval and acceptance of the plan, it will be implemented and managed by SAWS staff. The HHSDC proposes to utilize its State oversight consultant, supplemented with other consultants and industry resources as necessary, to develop and execute the plan, which will ultimately result in clarification of statewide welfare automation goals and the development of the short and long term SAWS strategy.